



**DEPARTMENT OF THE ARMY**  
NORTHWESTERN DIVISION, CORPS OF ENGINEERS  
P.O. BOX 2870  
PORTLAND, OREGON 97208-2870

Reply to  
Attention of:

CENWD-RBT (1110)

01 OCT 2004

**MEMORANDUM FOR**

Commander, Kansas City District  
Commander, Omaha District  
Commander, Portland District  
Commander, Seattle District  
Commander, Walla Walla District

**SUBJECT:** Safety and Occupational Health Emphasis – Command Leadership.

1. Reference CESO memorandum dated 24 May 2004, subject as above.
2. Enclosed is our FY 05-06 CENWD Safety Management Action Plan (SMAP). This document is the regional implementing tool for the Chief of Engineers Safety Management Action Plan. A Project Delivery Team that included personnel from your districts has helped develop this plan.
3. The CENWD SMAP is about developing effective strategies to meet the Secretary of Defense accident reduction targets and the Safety, Health, Return to Employment (SHARE) initiative. Our goal is to lead by example, ensure accountability, share lessons learned, celebrate our successes, and establish good mechanisms to monitor our progress.
4. Point of Contact for this action is Mr. Eric Arndt, CENWD-RBT, 503-808-3830.

Encl

DALE A. KNIERIEMEN  
Colonel, EN  
Acting Commander

CF w/encl:  
**CESO-POD**  
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CENWS-SO  
CENWW-SO

# **Northwestern Division Safety Management Action Plan FY 2005-2006**

**“Be Safe – SHARE The Ways”**

The Northwestern Division Regional Safety Management Action Plan (SMAP) for FY 2005-2006 executes guidance provided in the USACE Safety Management Action Plan. Each of us must look for ways to protect the public; keep employees and partners' safe; and reduce risk in all aspects of our lives -- especially in the workplace. Safety and Safety Program management in the Northwestern Division is everyone's responsibility. We will give special attention to the following tenets to ensure total support of the Chief of Engineers' emphasis on safety:

## **1. Command Leadership**

**a) District Commanders shall establish and sustain accountability for safety.**

**ACTION:**

Emphasize accountability and responsibility for safety and occupational health at all organization levels. Accept risk on when there is sound rationale. Set a standard for accountability and live by it. A Safety Risk Analysis shall be included in Project Management Plans. This will be included in the items checked during Command Assistance Visits.

**b) Commanders and senior leaders shall strive to include safety and health in speeches, site visits and informal comments to increase safety awareness**

**ACTION:**

CENWD (Corps of Engineers Northwestern Division) District/Division speechwriters shall prepare a safety and health PowerPoint Slide/message for their Commanders. This slide/message shall be made available for speeches and presentations such as Town Hall meetings, conferences or field visits. The Public Affairs Office in conjunction with the Safety Office shall develop “typical” slide/safety talking points/examples for senior leaders to communicate safety strategies. Districts Safety Offices shall share their respective slides with the other CENWD safety offices.

**c) Commanders shall identify areas of performance weakness and train to standard.**

**ACTION:**

CENWD safety managers, leaders, and supervisors shall review and identify required safety and occupational health training with special emphasis on areas that correlate to our specific accident experience and to our safety risk analysis.

This analysis shall be shared yearly between the District Safety Managers, leaders, and supervisors.

**d) Commanders shall establish proactive accident prevention programs for their command that focuses on high hazard activities.**

**ACTION:**

A Position Hazard Analysis (PHA) shall be in place and cover all District personnel. These will be shared on a case-by-case basis between districts.

PHA's will be reviewed and updated annually.

Districts shall consider putting PHA reviews as a checklist item in their Management Safety Evaluation.

**e) Commanders shall ensure inspections of USACE facilities are accomplished.**

**ACTIONS:**

All CENWD/USACE operating projects and facilities shall receive a review for compliance with safety and occupational health requirements at least once during each FY.

Safety and occupational health quality management evaluations shall be performed each year to ensure safety and health programs and procedures are established and implemented at all organizational levels.

**f) Commanders shall establish recognition and award programs to celebrate safety successes.**

**ACTION:** Safety recognition and award programs will be implemented and will receive command-wide recognition. Focus attention on team and organizational achievement related to the goals, targets and continuous improvement efforts specified in your SMAP. Division guidance will be made a discussion item at the CENWD Resource Management Board meeting as well as a working item at the Division Safety meetings.

## **2. Civilian Employee Accident Prevention and Loss Control**

**a) Commanders shall establish and sustain a program to meet or exceed the Presidential directed reduction of Civilian Employee Lost Time Accidents.**

### **Civilian Employee Lost Time Rate**

$$\frac{\text{Number of Lost Time Accidents} \times 200,000}{\text{Hours Worked (RM Manpower Database)}}$$

**CMR Metric (Presidential SHARE Initiative)**

**Requirement:** Presidential goal of 3% reduction (USACE has selected 5 % annual reduction per year for FYs 05- 06)

**Databases:** USACE (manpower) and DOL (number of lost-time accidents for each USACE command)

**Metrics:**

FY 05	Green 1.10 or less	Amber = 1.11-1.27	Red = 1.27 or greater
FY06	Green 1.05 or less	Amber = 1.06-1.22	Red = 1.22 or greater

Target rates are based on the mean of our accident experience for FYs 1998 through 2003 with 1 standard deviation applied for the Amber range and 2 standard deviations for the Red

**b) Commanders shall analyze past accidents for opportunities for improvement.**

**ACTION:** An analysis of the past six years of accident data for government employees, contractors and the public shall be made available by District staff and forwarded to CENWD for inclusion in a regional review. CENWD will share significant accident incident report incidents (bullets of conclusions with privacy act information removed) between Districts. These bullets will be shared by the Regional Safety Manager with the appropriate audience at all districts to include Commanders, construction, operations, Engineering, and Project Management as appropriate. Significant accidents will include Corps, Contractor, and Civilian, however it is up to the discretion of the individual Safety Manager as to whether the incident is worthy of sharing. Regional Safety Manager will then take the 5 Districts data, roll them up in trends, and share it the roll up with all the districts. Results shall be offered as a read ahead at the Division Command Council meeting.

**c) Commanders shall integrate safety risk management into their missions.**

**ACTION:** Safety and Health Plans will be integrated into the PMP and QMPs at the Districts. Division Quality Assurance team members will review inclusion of these items during site visits.

**d) Commanders shall place emphasis on their Ergonomics Program.**

**ACTION:** Trend Analysis shall be used to identify ergonomic focus in accordance with the HQUSACE Ergonomics Program. Affected groups shall be tasked to address and budget for revealed shortfalls. Analysis by the affected group shall be provided to the District Engineer or his assigned deputy. Ergonomics analysis shall be included in Safety Management Evaluation or yearly Safety Analysis Reports

**e) Commanders shall establish and sustain a program to meet or exceed the SECDEF Lost Work Day Rate Target**

**Civilian Employee Total Lost Day Rate (OWCP)**

$$\frac{(\text{COP Cases} + \text{LWOP Cases}) \times 200,000}{\text{Hours Worked (CEFMS Time and Attendance)}}$$

**Requirement:** SECDEF reduction goal of 50% FY 02 baseline by end FY 05

**Database:** DMDC (<https://www.dmdc.osd.mil/lrwi/owa/lpdr.main>)

**Baseline:** FY 02 Rate = 17.20

**Target:** End FY 05 Rate = 8.60

**Actions:**

Each District will explore or continue use of:

- Telecommuting/work at home as an option to mitigate lost workday.
- Wellness programs set up and/or encouraged.
- Return to Work Program in place and maintained.

Pre and Post physicals will be maintained.

### 3. Project Management (Focus on Design and Construction)

Contractor Employee Lost Time Rate			
$\frac{\text{Number of Lost Time Accidents} \times 200,000}{\text{Hours Worked (Provided by USACE Commands)}}$			
Contractor Employee Lost Time Rate			
CMR Metric: Quarterly			
Requirement: USACE target of 5% annual reduction by FY 06 (FY 03 baseline)			
Database: USACE			
Metrics:			
FY 05	Green 0.58 or less	Amber = 0.59 – 0.68	Red = 0.69 or greater
FY06	Green 0.54 or less	Amber = 0.55 – 0.64	Red = 0.65 or greater
Target rates are based on the mean of our accident experience for FYs 1998 through 2003 with 1 standard deviation applied for the Amber range and 2 standard deviations for the Red			

#### a) Commanders shall execute safety requirements of PMBP.

Lessons learned and prior experience shall identify hazards early on with the help of the customer. Designers need to consider safety and health implications of their product for the users and constructors. Once identified, hazards must be tracked through elimination, reduction to an acceptable level or acceptance by incorporating into the safety plan. Residual risk (accepted hazards) must be should have those mitigation actions described in the safety plan. District/Regional Safety Managers will establish timeframes and procedures for P2 safety implementation and assistance training.

**ACTION:** The Project Delivery Team shall integrate system safety engineering and management to optimize safety throughout the life-cycle.

Use of the PMBP process shall include the execution of a project Safety and Occupational Health Plan (SOHP) as an integral part of the overall Project Management Plan (PMP).

The safety and health Risk Analysis must be considered and addressed earlier in the life-cycle of programs/projects by the project development team (PDT) with a wide ranging, holistic viewpoint. This will be a topic at our next regional safety conference. The goal will be a framework for the Regional Safety Managers, which will allow them to stay engaged and help shape this program.

#### b) Commanders shall establish and sustain a program to meet or exceed the USACE targets for Contractor lost workday accidents

**ACTION:** Target areas for improvement will be based on a comprehensive review and assessment of our last 6-year contractor mishap and accident experience. District Engineers/Chief of E&C may conduct counseling with contractors when serious lost time accidents occur based on Safety Office recommendation. Regional Safety Managers will be encouraged to spend more time in the field providing “no-report card” assistance. Assistance visits, which provide “no-report card” opportunities, encourages the field to partner with the regional safety managers and allows training and mentoring. These visits may include 1 hour on focus areas training sessions e.g. fall protection, confined space, hazcom.

#### c) Commanders shall sustain the efforts of their Contractor Safety Program.

**ACTION:** When Federal Acquisition Regulation (FAR) Clause 52.236.13 (Accident Prevention and its Alternate I) and/or Unified Facility Guide Specification (UFGS) 01525, “Safety and Occupational Health Requirements” are included in contracts, ensure proper submission, acceptance, and implementation of contractor developed Accident Prevention Plans (APP) and Activity Hazard Analyses. Construction

members of the Project Delivery Team will ensure that adequate contractor quality control procedures are in place related to prime contractors and their subcontractors, and, ensure the performance of adequate construction quality assurance inspections by government Quality Assurance Representatives. Safety Incentive Programs such as Commander Safety Award, Safety Saves, Celebrate Safety, Five Star Programs will be shared and discussed at our next regional safety conference.

#### 4. Public Recreation Safety

Public Fatality Rate
$\frac{(\text{Number of Public Fatalities} \times 1,000,000)}{\text{Visitor Hours}}$
<b>Requirement:</b> USACE target of 5% annual reduction by end of FY 06
<b>Database:</b> USACE CW
<b>Metric:</b>
FY 05 – 0.61
FY 06 – 0.58
Target is based on FY03 Base Year

**Commanders shall analyze their public fatality experience for opportunities for improvement.**

**ACTION:** Target areas for improvement will be based on a comprehensive review and assessment of our recreational visitor accident experience. Increased contact time with the public (boat patrols, car patrols, state enforcement,) will be encouraged to prevent recreational related public fatalities. The two “Seymore the Robots” within NWD will be shared to enhance public safety awareness within the Division. Seattle and Portland have acquired these robots. They will make them available to other Districts on a reservation/time available basis to enhance the Public Safety environment.

#### 5. SMAP After Action Review (AAR).

**ACTION:** Progress review of the CENWD SMAP will take place at the regional Safety Office Chiefs meetings. These meetings will be conducted at least quarterly. They may be conducted telephonically or through a regional gathering. As a minimum, these meeting shall discuss implementation of the current plan as well as a review of items to be considered for the next years plan.

Items to be considered for next years plan should include:

- Use of one consistent form for Accident Reporting throughout CENWD
- Safety Incentive Programs
- Correct level of Safety Office Chief involvement for a project within the PMBP process